

RVH STRATEGIC PLAN 2024 - 2034

VITALLY YOU



RVH



VITALLY YOU



In the heartbeat of home,
Care meets compassion.

Where every moment counts,
And every person is seen.

Care, no longer a journey away, but a part of home.
Your vitality, your well-being, our everything.

Teams pushing for greatness.
Innovation, not for its own sake, but for yours.
Learning, growing, healing, together.

This is not just healthcare; it's care that fits you.

A commitment as true as our community.
For the moments that matter, for the life you love.

Together, we're building a life where health is home,
And care is personal.

Land acknowledgment

RVH respectfully acknowledges that the land on which we are situated is the traditional territory of the Anishinaabek Nation.

We further acknowledge the enduring presence of the Indigenous Peoples of this region, specifically, the Chippewa Tri-Council First Nations, comprised of the:

- Beausoleil First Nation;
- the Chippewas of Rama; and
- the Chippewas of Georgina Island.

We also recognize the:

- Moose Deer Point First Nation;
- the Wahta Mohawks, and
- the Barrie South Simcoe River Métis Council, and the Georgian Bay and Moon River Métis Councils in this region.

We note, too, that the Wendat and the Haudenosaunee Nations have also walked on this territory over time.

We pay our respects to the past, present and future caretakers of these sacred lands and dedicate ourselves and our organization to advancing truth and reconciliation in our community, and creating safe and equitable spaces for all.

OUR PROMISE



Vitality You is more than a strategic plan - it's a declaration that world-class care belongs right here, at home. It's a promise to make the big moves needed to end hallway medicine, long waits and long drives for care somewhere else.

The spirit of this region - the ingenuity, grit and perseverance - runs deep through RVH. And that spirit powers *Vitality You*. This 10-year plan was built by all of us - thousands of patients, volunteers, partners, donors and funders, community leaders and Team RVH - for all of us. Your needs, ideas and dreams are baked into *Vitality You*.

In these pages is the vision you've described for the care you deserve, the path we'll take to get there, and the resources we'll use not just to keep pace, but to set an entirely new pace.

Our future looks very different from today. It must. We're growing so fast, and our healthcare needs are changing even faster. And everything we do must be accessible to all and deeply rooted in respect for the diverse needs of our communities.

The big moves are already underway. There is no time to wait in our pursuit of being the advanced centre for care, teaching and research that you need RVH to be. *Vitality You* sets our course for a future where compassionate, advanced care is a given and expected - not just a goal.

This is our promise.

With you right there with us - with your support and voice - we will make this promise our reality, together.

Gail Hunt,
President and Chief Executive Officer
Royal Victoria Regional Health Centre

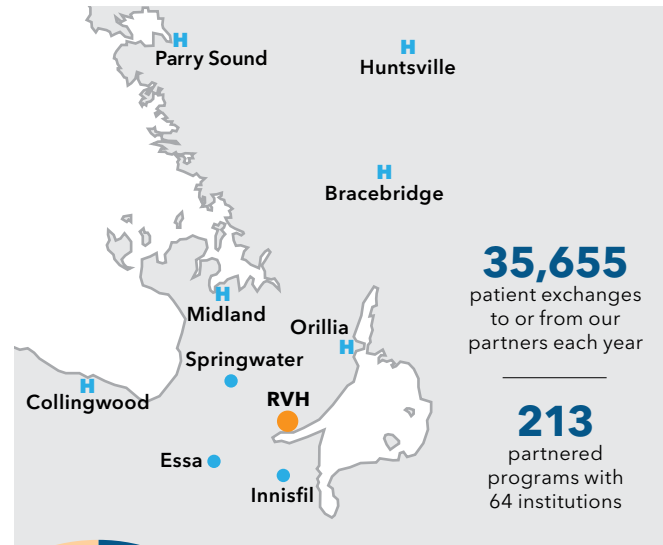
Jason Teal,
Chair, Board of Directors
Royal Victoria Regional Health Centre



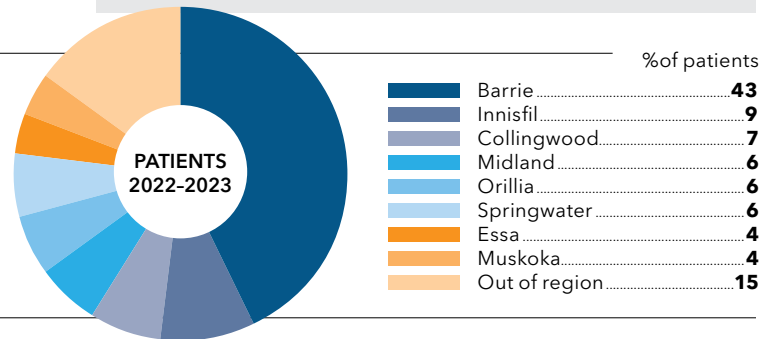
CARE THAT CONNECTS

Our Dual Role

RVH plays a unique role in the ecosystem of care in Simcoe Muskoka. We are a community hospital, providing core hospital-based care to those who live closest to us and those who visit our area. We are also Simcoe Muskoka's only regional health centre, with six specialized clinical programs that provide complex care to the region's sickest patients.

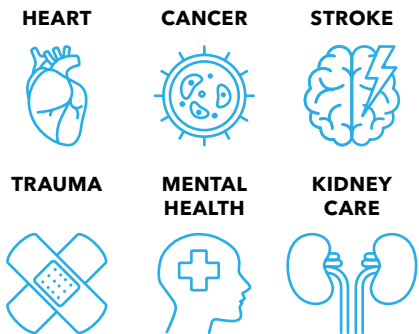


We are the largest hospital north of the GTA to Sudbury, with more than half a million patient visits each year. Our patients come from every part of the region, and some from beyond. More than half of our patients live outside of Barrie.



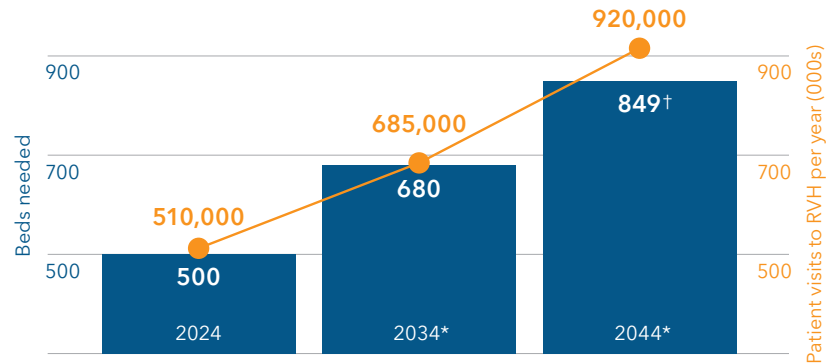
Our Regional Programs

We provide advanced, specialized care to everyone in Simcoe Muskoka in six areas.



Our region is growing ... and so must RVH

To keep up with the population growth in our community, RVH needs an additional 388 beds over the next 20 years - for a total of 849 beds - to provide same level of care as we do today.



*Approximate calculations based on current patient data and population growth projections for the region.
 † As we expand into the services our community will need, this number rises to approximately 950 beds.





PURPOSE

Our purpose is unchanging. It is our why; our reason for being. It is the promise that we make to those who count on us. It is what each of us is determined to do, every day, when we get out of bed.

Making life better, with the care you need, close to home.

We know you're more than your medical challenges, that we care for your well-being - whether our care cures your problem or, just as important, the journey to the outcome is respectful and supportive.

Whether you receive the most advanced care at RVH, at home or with community partners, it's the right care, designed specifically for you.

VALUES



Our values are the principles that help us make decisions and guide our actions in all that we do as we live our purpose.

Team up

We thrive on **the power of team** - patients, Team RVH, families, and partners together - raising each other up, having each other's backs, listening to understand and support, and valuing each of our unique experiences.

Be kind

We foster a **culture of kindness and empathy**, treating everyone with respect, compassion, and fairness. Kindness is how we build trust, nurture relationships, and create a positive, inclusive, and supportive environment for all.

Do great things

We **drive innovation** by exploring new ideas, and new uses for data and technology to support excellence in high-quality care while offering an ideal experience for patients, partners and Team RVH.

Inspire trust

We **earn trust** through authentic, kind, respectful, and transparent actions and decisions. With strong relationships built on integrity, we foster an environment where collaboration thrives in service to our communities.

Be bold

We **never avoid the tough decisions or hard conversations**. We take prudent risks, challenge the conventional, and speak up - taking action when it's the right thing to do.





FUTURE



As a regional academic health sciences centre, we provide world-class, compassionate care close to home - making a seamless ecosystem of care possible.

This is the future you've asked for: the best possible care close to home, given by highly skilled people who care about you, and an experience that is easy to navigate.

This is the future we will build together.

By 2034, we will provide the people of our region advanced and expansive specialized care. As a regional leader in digital health innovation, we make connected care possible for patients and families.

As an academic health sciences centre, we improve care through our research at the bedside, not in a lab, while we teach the next generation to be both highly skilled and deeply caring.

Our patients and their families trust us to provide the best care when it matters most. They know that their well-being is what we care for - mind, body and spirit.

Our regional partners also trust us, and we share the work of building the strength and resilience of our system for the good of all.

FOCUS



Big goals require big moves, and big moves require focus. We'll focus our energy and resources on three things: clinical and academic excellence, Team RVH, and exceptional patient experience.



Drive clinical and academic excellence

We'll be a regional academic health sciences centre. As a full-scale teaching hospital and research institute, we'll offer the latest in complex, specialized care at scope and scale that meets our region's needs.

Using state-of-the-art tools, we'll teach the next generation of practitioners to be clinically exceptional and compassionate. As a national leader in research at the bedside, we'll improve care now, not years in the future.

The cornerstone of our work will always be collaborative partnerships, to give you the care you need - at RVH or elsewhere in our regional system of care.

Tracking big moves

You'll know we're making progress by our:

- Continuously improving performance indicators for quality
- Increased number of collaborations with academic institutions and research partners
- Increased number and effectiveness of our partnerships with care providers that support the right care, at the right place and time

Cultivate fulfilled, high-performing teams

The drive for excellence fuels Team RVH. We're a workforce equipped for today and primed for the challenges of tomorrow. Driven by our shared purpose, as we live our values, each member of Team RVH is powered by the impact they have on the people they care for.

Top talent, regardless of specialization or career stage, will aspire to join RVH, knowing it is an important career achievement. Through a culture of continuous learning, our people will grow in their roles, supported by the best tools and resources to unlock their potential.

We attract and retain an engaged and talented team that feels cared for and valued.

Our diverse perspectives and unique experiences will continue to ignite innovation and foster belonging. Diversity is critical to our collective success.

Tracking big moves

You'll know we're making progress by our:

- Increased number of qualified candidates
- Increased Team RVH engagement
- Improved retention of diverse staff, physicians and volunteers

Make exceptional patient and family experiences

Offering culturally informed care, Team RVH will continue to understand and honour diverse perspectives and needs. We will eliminate disparities and promote equity to ensure fair access to care for all. We will recognize and act on the unique needs of Indigenous Peoples.

Our patients and families will feel comfortable and safe. We'll offer as many care options as makes sense for your needs, with patients and families remaining active participants in that process. They'll also be able to easily navigate the connections between RVH and our community care partners.

Our patient and family experience will not only help people heal; it will ensure they feel respected, informed and empowered.

Tracking big moves

You'll know we're making progress by our:

- Improved patient satisfaction
- Improved evidence of equitable access



FOUNDATIONS



To achieve clinical and academic excellence, build exceptional teams and offer a patient experience that heals, we need three essential areas of resource and support. These are the foundations of our plan.

Sustainable investment

We'll wisely use our resources for lasting improvements and growth, ensuring RVH and our regional healthcare system stay strong, effective, and accessible now and in the future.

Our essential investment in research and advanced medical technologies will make precise, minimally invasive care - the gold standard for complex care - possible. We'll expand and upgrade our facilities to meet state-of-the-art standards for our rapidly growing community to eliminate hallway medicine and reduce wait times.

By safeguarding our reputation, we'll build community trust, attract top talent and partners, and inspire funding - all vital for sustainable, quality care. We'll make smart

choices and adapt our plans as the healthcare landscape changes.

Health technology

Technology is crucial to providing care that's not just smarter, but also kinder and more efficient. We'll simplify how everyone - our team, patients, and partners - accesses information and care.

We'll continually introduce and upgrade digital tools that improve how we share and use data, ensuring everyone benefits from more connected services. Team RVH will be equipped with advanced medical technologies and systems designed to deliver seamless, integrated care.

By leveraging advanced analytics and securing easy access to crucial information, we'll make informed decisions a routine part of care while safeguarding personal privacy with strict security protocols.

Strategic partnerships

We'll continue to forge powerful alliances to meet our patients' diverse needs and enhance community well-being. As a partner in the Barrie and Area Ontario Health Team and with Simcoe Muskoka hospitals, we'll support regional collaboration to improve the overall health of our region.

We'll partner with local organizations to fill gaps in care and help people heal at home as much as possible; we'll work to each other's strengths and share resources to reach our common goals. We aim to build a regional system of care that is responsive, resourceful, and united in its mission to nurture a healthier community.

RESPECT



Vitality You includes everyone

Achieving our purpose and creating healthy, vibrant communities can only be accomplished if we continuously foster an inclusive and safe environment by dismantling structural inequities and confronting discrimination, while addressing social factors affecting health outcomes.

At RVH, we are committed to cultivating and investing in an equitable, inclusive, and anti-racist environment that celebrates diversity, promotes allyship, and is a place where people feel safe to present authentically and have a deep sense of belonging.

Indigenous health through collaborative partnerships

The Indigenous Patient Services team at RVH recognizes and respects the unique health needs and cultural backgrounds of Indigenous communities. The team is committed to fostering meaningful relationships with Indigenous communities through many pathways, such as RVH's Reconciliation Group dedicated to Truth and Reconciliation, and our letter of Relationship with Barrie Area Native Advisory Circle (BANAC). This collaboration represents a significant step toward healing and understanding.

The Indigenous Services team, including Indigenous Patient Navigators, and Indigenous Coordinators, stands ready to offer culturally relevant support and advocacy. Through our partnership with BANAC, we aim to enhance our services, ensuring that Indigenous patients receive the respect, understanding, and care they deserve. This includes providing tailored support, such as smudging ceremonies or Elder visits for in-patient admissions, culturally significant outpatient visits, care planning, and connection to community resources.





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RVH Strategic Plan 2024 - 2034

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